

SBA

SOP 35 00 2

Position Classification Program

Office of Human Resources

U.S. Small Business Administration



**SMALL BUSINESS ADMINISTRATION
STANDARD OPERATING PROCEDURE**
National

SUBJECT:

Position Classification Program

S.O.P.

REV

SECTION

35

NO.

00

2

INTRODUCTION

1. Purpose. To establish guidelines and procedures for the management and implementation of SBA's Position Classification Program.
2. Personnel Concerned. All SBA employees.
3. Directives Cancelled. SOP 35 00 1.
4. Originator. Guidance, Innovation, and Review Division, Office of Human Resources.

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PAGE

1

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Chapter 1

Introduction

1. What is the Purpose of this Standard Operating Procedure (SOP)?

The purpose of this SOP is to establish SBA's Position Classification Program.

2. What is Classification?

Classification is the grouping of similar jobs and the assignment of an appropriate title, series, pay plan, and grade to those positions.

3. Why Does SBA Classify My Position?

Title 5, United States Code, Chapter 51 requires SBA to classify positions to ensure that it is paying employees appropriately for the work they perform.

4. How Does Classification Help Me?

Classification ensures that SBA is not underpaying you for your work. When positions are correctly classified, employees with similar duties and responsibilities receive similar pay for substantially equal work.

5. Who is Responsible for Position Classification at SBA?

The Administrator is responsible for the integrity and validity of the classification program and has delegated primary classification authority to the Assistant Administrator for Human Resources (AA/HR). The AA/HR has redelegated authority to classify to other executives (see appendix 2). This authority cannot be redelegated unless redelegation is expressly permitted in appendix 2. The Personnel Officer for the Office of Inspector General exercises classification authority delegated from the Inspector General, who has it as a result of the Inspector General Act of 1978 as amended.

6. Who is Authorized to Update Appendices to this SOP?

The AA/HR is authorized to update appendices to this SOP.

Chapter 2

The Classification Process

1. Who Classifies My Position?

A personnel specialist or a manager with delegated classification authority classifies your position (see appendix 2).

2. What is Needed to Classify My Position?

- a. The classifier must have an accurate position description which includes your position's major duties and responsibilities.
- b. General schedule nonsupervisory position descriptions must also address all nine factors of the Factor Evaluation System (FES) which are:
 - (1) Knowledge required to perform your job;
 - (2) Supervision (amount and kind) exercised over your position;
 - (3) Complexity of the tasks you perform;
 - (4) Guidelines you use in your work;
 - (5) Scope and effect of your work on others and on the organization;
 - (6) Personal contacts you make or maintain in your work;
 - (7) Purpose for which you maintain personal contacts on the job;
 - (8) Physical demands of the position; and
 - (9) Work environment.
- c. Supervisory position descriptions must also address:
 - (1) Program scope and effect;
 - (2) Organizational setting;
 - (3) Supervisory and managerial authority exercised;
 - (4) Personal contacts;

- (5) Difficulty of typical work directed; and
- (6) Other conditions.

3. How are these Factors Used to Classify My Position?

The classifier compares your position description with the Position Classification Standards issued by the U.S. Office of Personnel Management (OPM) to determine the correct title, pay plan, series, and grade. Copies of OPM's classification standards are in your servicing personnel office.

4. How is a Classification Decision Documented?

Classifiers sign and date block 21 of Optional Form (OF) 8, "Position Description," cover sheet (see appendix 3), to document routine classification decisions. In the case of an appeal or an atypical classification decision, an evaluation statement is required (see appendix 4 for positions requiring an evaluation statement). An evaluation statement is a short report documenting the findings and decision of the classifier.

5. What Documents are Needed to Complete a Classification?

The supervisor submits:

- a. A complete statement of the position's major duties and responsibilities and a narrative addressing all nine FES factors and, for supervisory positions, six additional factors;
- b. An OF 8, "Position Description," cover sheet signed by the immediate supervisor; and
- c. A completed and signed SBA Form 1939, "Position Designation Record."

See appendix 6 for instructions on completing OF 8 and appendix 7 for completing SBA Form 1939, "Position Designation Record."

6. Can a Classification Action be Made Retroactive?

A classification action can be retroactive only if it is to correct a downgrade action where the employee was wrongfully demoted. A retroactive personnel action is usually the result of an employee's successful appeal.

Chapter 3

Position Descriptions

1. Why is My Position Description Important?

Your position description largely determines the title, pay plan, series, grade and pay range of your position. Your supervisor will use your position description to develop critical elements for appraising your performance. A personnel specialist or your supervisor will also use your position description to determine training and development plans.

2. Who is Responsible for My Position Description?

Your supervisor is responsible for writing your position description, keeping it current, and certifying its accuracy by signing and dating the OF 8. You are responsible for bringing to your supervisor's attention any discrepancies or omissions.

3. How Often Must My Supervisor Review My Position Description With Me?

There is no set time for reviewing position descriptions, but for effective position management it would be appropriate to review the position description at least annually for accuracy. (See Chapter 6, "Position Management.")

4. Does My Position Description Need to Describe Everything I Do?

No, the position description should describe only your major and recurring duties. It is not meant to be a very detailed or contractual document. There will be appropriate duties your supervisor asks you to perform which are not included in your position description.

5. Can My Supervisor Put Projected Duties into My Position Description?

Yes, your supervisor can put duties into your position description that you are not yet performing. These duties must be reasonable and pertinent to your position. You will be expected to perform these duties within a reasonable period.

6. How Will the Classifier Determine that Projected Duties are Being Performed?

The classifier may conduct a post-audit to determine what duties the incumbent is actually performing.

7. Can a Classifier Make a Final Classification of a Position with Projected Duties?

Yes, provided that the nine FES factors are complete and there are enough duties the employee actually performs in the position description to warrant classification.

8. Are there Any Standard Position Descriptions a Supervisor May Use?

Yes, supervisors should consult with their servicing personnel specialist before writing a position description since there may be either standard or model position descriptions available for use. If there is no standard or model position description, the personnel specialist may know of a similar position description that can serve as a model.

9. Who Writes Standard and Model Position Descriptions?

Usually a personnel specialist will write them with advice and guidance from program experts and managers.

10. What are the Advantages of Using Standard and/or Model Position Descriptions?

They save time and effort.

11. Who May Modify a Standard Position Description?

Only a classifier, after consulting with program experts and managers, may alter a standard position description. If a supervisor modifies a standard position description or uses it as a model to write another position description, the resulting position description must be classified.

12. Are there Other Quick Ways to Prepare Position Descriptions?

- a. The supervisor and the servicing personnel specialist can make minor changes to a non-standard position description without affecting the classification. The supervisor will then give the employee a copy of the revised position description.
- b. A position description may also be modified by a statement of difference. A statement of difference is a short narrative explaining how one grade level differs from another described position immediately higher or lower. Thus, if a supervisor has a complete position description for a GS-9 Loan Specialist and a complete position description for a GS-12 Loan Specialist in the same career path, the

supervisor could write statements of difference at the GS-7 and GS-11 levels.

13. What is an Identical Additional Position?

When two or more positions are like each other in the major and recurring duties, responsibilities, qualifications, series, grade, and title, the positions are identical. You can use the same position description and position description number for each identical additional position.

14. Should Collateral Duties be in My Position Description?

Yes, if you have been assigned any collateral duties on a regular and recurring basis these must be included in your individual position description. This is usually done by an addendum. If the collateral duties occupy 25 percent or more of the employee's work time, they could affect the grade of the position.

15. What if I Believe My Position Description is Not Accurate?

If you believe your position description is inaccurate, talk to your supervisor. Your supervisor may correct, add to, or rewrite your position description, as necessary. If you are not satisfied with the response of your immediate supervisor, speak with your next higher level supervisor. You may also ask your servicing personnel specialist to review your position description with you and explain the classification decision. If that does not satisfy you, ask the classifier to conduct a desk audit with you and/or to have an interview with your supervisor.

Chapter 4

Desk Audits

1. What is a Desk Audit?

A desk audit is a formal review of your duties and responsibilities in which the classifier:

- a. Comes to your work space (usually) and observes work products and work processes;
- b. Asks you questions about your recurring duties; and
- c. Determines what knowledge, skills, and abilities are necessary to perform your job.

2. Is a Desk Audit the Only Way a Classifier Can Learn About My Job?

No, a desk audit is frequently unnecessary. The classifier may ask you a few questions, may want to see a few samples of your work, and may interview you and your supervisor over the phone.

3. Will the Classifier Speak With My Immediate Supervisor During a Desk Audit?

Classifiers will almost always interview your immediate supervisor to share information about how your position operates. This permits the supervisor to acknowledge or correct data which the classifier has obtained. The supervisor may also provide necessary background information.

4. What Happens After the Desk Audit?

The classifier and your supervisor determine if the duties and responsibilities in your position description are appropriate and current. If necessary, the classifier assists your supervisor in rewriting your position description to reflect your current duties. Alternatively, your supervisor may reassign the duties you are performing that are not currently in your position description to another employee. After analyzing your correct and current position description, the classifier will determine the appropriate pay plan, title, series, and grade of your position.

5. Can My Position Be Upgraded or Downgraded as a Result of a Desk Audit?

If the final position description reflects duties or factors sufficiently characteristic of a higher or lower grade, according to the position classification standard, then the classifier will upgrade or downgrade the position. Sufficiently characteristic means that the higher level duties, responsibilities, and/or factors occupy at least 25 percent of your work time. If your position is downgraded, the personnel specialist must notify you in writing before taking the personnel action.

6. Is there an Alternative to Either Upgrading or Downgrading My Position?

Yes, as an alternative, your supervisor may change the level of duties which affect the grade of your position.

7. If My Position is Downgraded as a Result of a Desk Audit, What Happens to My Grade and Salary?

In most cases employees are entitled to grade and pay retention. Your supervisor may also reassign you to another position at your current grade level.

Chapter 5

Appeals

1. What If I Disagree With the Classification of My Position?

If you disagree with the decision of the classifier even after discussion and consideration of the reasons for your classification, you may appeal your pay schedule, your series, your grade, and/or your official title.

2. May I Appeal the Duties in My Position Description?

No, you may not appeal the assignment or description of duties in your position description. You must work out the assignment, deletion, or reassignment of duties individually with your supervisor.

3. How Do I File an Appeal?

- a. You may appeal to SBA or to OPM. (See appendix 8 for where to file an appeal.) If you appeal initially to SBA, and the decision is not satisfactory to you, you may appeal to OPM. Alternatively, if you choose, you may appeal directly to OPM without going through SBA.
- b. All classification appeals must be in writing.
- c. If you appeal to SBA, include the reasons you believe your position is erroneously classified. There is no specified format.
- d. If you appeal to OPM, include the following:
 - (1) Your name, mailing address, and commercial office telephone number;
 - (2) Present classification of your position and the requested classification;
 - (3) Name of the agency and the office in which you work;
 - (4) City where you are employed and the office address;
 - (5) A copy of your official position description and either a statement affirming that it is accurate or a detailed explanation of the inaccuracies and explanation of the efforts made to correct the position description;
 - (6) Any additional information about the position that will help in

understanding it; and

- (7) Arguments supporting the requested classification by referencing appropriate classification standards. (Your servicing personnel office can provide a copy of the appropriate classification standards.)

4. Is there Any Advantage to Appealing First Within SBA?

Yes, most appeals can be satisfactorily handled at the SBA level. This is much quicker and easier than going to OPM. Also, if you appeal first to SBA, and are unhappy with the decision, you may then appeal to OPM, giving you two chances for relief. OPM will completely review your position and give an independent and binding decision even after SBA has turned down your request for relief. However, if you appeal directly to OPM, you cannot later come back and ask SBA to hear your appeal. The OPM decision is final.

5. When Can I Appeal?

You may appeal the classification of your position at any time. In the case of downgrades there are specific time limits to be eligible for retroactive promotion should you prevail. To preserve your right to receive retroactive pay (if you win your appeal), you must appeal either to SBA or to OPM within 15 calendar days after the effective date of your downgrade or within 15 calendar days of SBA's notification to you, whichever gives you more time.

6. Can a Manager Hear My Classification Appeal?

No, not even if the manager has delegated classification authority. SBA's Appeals Officer, on the staff of the AA/HR, hears all classification appeals for SBA nationwide, except for appeals for the Inspector General's staff, which are the responsibility of the Assistant Inspector General for Management and Legal Counsel.

7. Who May Appeal My Classification?

Except for the Administrator of SBA or a representative designated by the Administrator, only you (or your designated representative acting on your behalf) may appeal your classification. You may not appeal any other employee's classification.

8. Who Can Be the Designated Representative in My Appeal?

You may designate anyone you wish to assist you and to act on your behalf during the appeal process. However, your representative may not participate in any OPM desk audit

of your position unless specifically invited by OPM.

9. How Do I Designate a Representative?

You must designate your representative in writing and send your designation to the appropriate SBA classification appeals officer (if your appeal is to SBA) or to the Office of Classification Appeals at OPM (if your appeal is to OPM)(see appendix 8).

10. May SBA Disallow My Choice of a Designated Representative?

It may, but only if:

- a. The activities by your selectee on your behalf would cause a conflict of interest or the appearance of one; or
- b. The employee you select cannot be released from official duty because of priority needs of the Government; or
- c. The employee you select would create unreasonable expenses for SBA.

11. Is there Any Recourse to an OPM Classification Decision?

Yes, either the appealing employee or the Administrator may ask for a reconsideration of an OPM appeal decision not later than 45 days from the date the appeal decision was issued.

12. What Information Must SBA Submit to OPM If I Appeal?

SBA must submit all relevant facts concerning your position and the reasons for SBA's classification of your position. Additionally, OPM may ask SBA to comment on information which you submit.

13. How Long Will it Take SBA to Decide My Appeal?

Normally SBA will decide your appeal within 45 to 60 days.

14. Can I Appeal My Classification Through My Union's Negotiated Agreement?

No, but if the reclassification of your position resulted in the reduction of your grade or pay, you may be entitled to use a negotiated grievance procedure.

15. Is an Appeal Decision From OPM Final?

Yes, it is final and binding unless OPM accepts a request for reconsideration of the appeal and, after reconsideration, modifies its decision. Once OPM renders a decision, it is called a certificate and it is mandatory and binding on all administrative, certifying, payroll, disbursing, and accounting officials.

16. What Must SBA Do When It Receives a Certificate From OPM?

SBA must implement the classification decision and review its own classification decisions for identical, similar, or related positions to ensure consistency with the OPM certificate.

17. May SBA Suspend a Classification Action While an Employee or SBA Files an Appeal or Request for Reconsideration?

No, however, SBA may use a temporary or conditional compliance action, such as a temporary promotion or a temporary reassignment, pending final resolution of the issue. SBA can't use this authority if the position has been downgraded and the employee is entitled to retained grade under 5 U.S.C. 5362.

18. When Will SBA Implement an OPM Classification Decision?

Implementation will occur no later than the beginning of the fourth pay period following the date of the OPM decision, unless a later date is specified in the decision letter.

Chapter 6

Position Management

1. What is Position Management?

Position management is the structuring of positions into the most efficient and effective organization to accomplish the work of a unit.

2. What are the Benefits of Sound Position Management?

The benefits are many, but chief among them are:

- a. Economy of operations;
- b. Efficiency of operations;
- c. Motivation of employees; and
- d. Retention of outstanding employees.

3. How Can Team Leader Positions Contribute to Sound Position Management?

Team leader positions can increase the span of control and hold down salary costs and average grade while maintaining the quality and timeliness of service. See appendix 9.

4. What is the Supervisor's Responsibility in Position Management?

Supervisors:

- a. Review position descriptions for accuracy and adequacy;
- b. Structure duties and responsibilities within positions for optimum timeliness and productivity;
- c. Streamline work processes for most economical performance of work;
- d. Draft accurate mission and function statements;
- e. Employ as few employees as possible (within the supervisor's control) to complete work professionally;

- f. Keep payroll costs down by avoiding too many high-graded positions;
- g. Monitor average grade and salary in their organization;
- h. Prepare and present all necessary information for unit reorganization;
- i. Integrate cross-training, employee development, and automation to do more with less;
- j. Merge small and similar units, using team leaders instead of supervisors, to reduce supervisory ratios;
- k. Plan for orderly succession and turnover;
- l. Diversify workforce, using trainee and bridge positions as appropriate; and
- m. Eliminate deputy and special assistant positions whenever possible.

5. What is the Servicing Personnel Specialist's Role in Position Management?

Servicing personnel specialists assist managers and supervisors by:

- a. Reviewing reorganization plans when submitted or whenever practical as management develops the plans;
- b. Giving sound position management advice to managers and supervisors;
- c. Alerting management, where feasible, to alternate organizational structures for efficiency and economy of operations;
- d. Writing and publishing standard and model position descriptions; and
- e. Performing position management studies, such as, average/median grade calculations and supervisory ratios.

Chapter 7

Position Sensitivity

1. What Must Supervisors Do About Position Sensitivity?

Supervisors are responsible for determining the position sensitivity level of each position they supervise and for completing SBA Form 1939, "Position Designation Record" (see appendix 7 for instructions on completing SBA 1939). Where supervisors use standard position descriptions or have identical additional positions, they may choose to select a standard position sensitivity level for these positions.

2. What is the Importance of Position Sensitivity to Supervisors?

Supervisors are responsible for the integrity of their program. Task and responsibility they assign in the position description, as well as need for access to classified material, will determine the level of background investigation the employees must undergo. The cost of an investigation is related to the position sensitivity level. The higher the level of the investigation, the more costly. Where it would not affect the efficiency and productivity of the work unit, it may be cost efficient (and may enhance security) to configure positions which concentrate responsibilities involving higher position security in fewer positions.

3. What Must Servicing Personnel Specialists Do About Position Sensitivity?

Servicing personnel specialists must verify that every position description has a position designation form attached and that block 12 of the OF 8 on position sensitivity is completed.

4. Where Can I Find More Information About Position Sensitivity?

Security Operations in the Investigations Division of the Office of the Inspector General can provide more information.

Appendix 1**Index to Forms and Reports**FormParagraph

OF 8, "Position Description" Cover Sheet

2-4, 2-5, 7-3

SBA Form 1939, "Position Designation Record"

2-5, 7-1

ReportParagraph

None

Appendix 2
Officials with Classification Authority
(paragraph 1-4)

1. The **General Counsel** (or a person properly acting in this position) is authorized to classify the following positions Agency-wide (excluding the Office of Hearings and Appeals, Office of Inspector General, and Office of Disaster Assistance):
 - a. All GS-905 Attorney positions;
 - b. All GS-904 Law Clerk positions;
 - c. All GS-950 Paralegal Specialist positions;
 - d. All GS-963 Legal Instruments Examining positions;
 - e. All GS-986 Legal Clerk and Assistance positions; and
 - f. Other positions in the GS-900 group, as appropriate.
2. The **Chief Counsel for Advocacy** is authorized to classify all General Schedule positions in the Office of Advocacy, Agency-wide, that are classifiable as two-grade interval positions.
3. The **Chief Information Officer** is authorized to classify the following positions in the Office of the Chief Information Officer:
 - a. All GS-334 Computer Specialist positions, GS-15 and below;
 - b. All GS-391 Telecommunications Specialist positions, GS-15 and below; and
 - c. All GS-390 Telecommunications Equipment positions, GS-15 and below.
4. The **Associate Administrator for Financial Assistance** is authorized to classify the following positions in the Office of Financial Assistance located in Washington, D.C. and in centers reporting to the Office of Financial Assistance, Agency-wide:
 - a. All GS-1160 Financial Analyst positions, GS-15 and below;
 - b. All GS-1165 Loan Specialist positions, GS-15 and below;
 - c. All GS-1101 one-grade interval positions, GS-7 and below with appropriate titles, such as Loan Servicing Assistant or Loan Processing Assistant; and
 - d. All supervisory positions classifiable under the General Schedule Supervisory

Guide.

5. The **Assistant Administrator for Administration** is authorized to classify the following positions in the Office of Administration located in Washington, D.C.:
 - a. All GS-1101, Grants Management Specialist positions, GS-12 and below;
 - b. All GS-1106 Procurement Clerical and Assistance series positions;
 - c. All GS-1102 positions titled Contract Specialist, GS-13 and below;
 - d. All GS-301 positions titled Space Management Specialist; and
 - e. All supervisory positions classifiable under the General Schedule Supervisory Guide.
6. The **Associate Deputy Administrator for Government Contracting and Minority Enterprise Development** is authorized to classify the following positions in the Office of Government Contracting (GC) and Minority Enterprise Development (MED) located in Washington, DC, and in duty stations reporting to the Office of GC and MED Agency-wide:
 - a. All GS-1101 positions, GS-15 and below with appropriate titles, such as General Business and Industry Specialist, Business Opportunity Specialist, etc.;
 - b. All GS-1102 Procurement Analyst positions, GS-15 and below;
 - c. All GS-1150 Industrial Specialist positions, GS-15 and below;
 - d. All GS-1106 Procurement Clerical and Assistance positions; and. All supervisory positions classifiable under the General Schedule Supervisory Guide.
7. The **Associate Administrator for Disaster Assistance** is authorized to classify all positions in the Office of Disaster Assistance Agency-wide, GS-15 and below, and may redelegate this authority to personnelist within the Office of Disaster Assistance.
8. The **Personnel Officer for the Office of Inspector General** is authorized to classify all positions in the Office of Inspector General Agency-wide.
9. The **Executive Resources Manager** is authorized to classify the following positions Agency-wide:
 - a. Senior Executive Service positions;
 - b. Schedule C positions;

- c. White House Fellows;
 - d. Experts and Consultants; and
 - e. Administrative Law Judges.
10. The **Director, Human Resources Operations Division** is authorized to classify all remaining positions not covered above. This authority may be redelegated in writing to personnel management specialists in the Office of Human Resources.

Appendix 3 (paragraph 3-1) Optional Form 8 Position Description

| POSITION DESCRIPTION (Please Read Instructions on the Back) | | | | | | | | | | 1. Agency Position No. | |
|--|--|--|--|---|--|--|--|----------------------------|--|------------------------|--|
| 2. Reason for Submission <input type="checkbox"/> Redescription <input type="checkbox"/> Reestablishment <input type="checkbox"/> New <input type="checkbox"/> Other Explanation (Show any position replaced) | | 3. Service <input type="checkbox"/> Hdqrs. <input type="checkbox"/> Field | | 4. Employing Office Location | | 5. Duty Station | | 6. OPM Certification No. | | | |
| | | 7. Fair Labor Standards Act <input type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt | | 8. Financial Statements Required <input type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interests | | 9. Subject to IA Action <input type="checkbox"/> Yes <input type="checkbox"/> No | | 13. Competitive Level Code | | | |
| | | 10. Position Status <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted (Specify in Remarks) SES (Gen.) <input type="checkbox"/> SES (CR) | | 11. Position is: <input type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input type="checkbox"/> Neither | | | | | | | |
| 15. Classified/Graded by | | Official Title of Position | | | | Pay Plan | | Occupational Code | | Grade | |
| a. U.S. Office of Personnel Management | | | | | | | | | | Initials | |
| b. Department, Agency or Establishment | | | | | | | | | | Date | |
| c. Second Level Review | | | | | | | | | | | |
| d. First Level Review | | | | | | | | | | | |
| e. Recommended by Supervisor or Initiating Office | | | | | | | | | | | |
| 16. Organizational Title of Position (if different from official title) | | | | | | 17. Name of Employee (if vacant, specify) | | | | | |
| 18. Department, Agency, or Establishment | | | | | | c. Third Subdivision | | | | | |
| a. First Subdivision | | | | | | d. Fourth Subdivision | | | | | |
| b. Second Subdivision | | | | | | e. Fifth Subdivision | | | | | |
| 19. Employee Review—This is an accurate description of the major duties and responsibilities of my position. | | | | | | Signature of Employee (optional) | | | | | |
| 20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations. | | | | | | | | | | | |
| a. Typed Name and Title of Immediate Supervisor | | | | | | b. Typed Name and Title of Higher-Level Supervisor or Manager (optional) | | | | | |
| Signature | | | | | | Signature | | | | | |
| Date | | | | | | Date | | | | | |
| 21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards. | | | | | | 22. Position Classification Standards Used in Classifying/Grading Position | | | | | |
| Typed Name and Title of Official Taking Action | | | | | | Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management. | | | | | |
| Signature | | | | | | | | | | | |
| Date | | | | | | | | | | | |
| 23. Position Review | | Initials | | Date | | Initials | | Date | | Initials | |
| a. Employee (optional) | | | | | | | | | | | |
| b. Supervisor | | | | | | | | | | | |
| c. Classifier | | | | | | | | | | | |
| 24. Remarks | | | | | | | | | | | |
| 25. Description of Major Duties and Responsibilities (See Attached) | | | | | | | | | | | |

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OF 8 (Rev. 1-85)
U.S. Office of Personnel Management
FPM Chapter 295

Instructions for Completing Optional Form 8

POSITION DESCRIPTION

In order to comply with the requirements of FPM Chapter 295, subchapter 3, and other provisions of the FPM, agencies must complete the items marked by an asterisk. Agencies may determine what other items are to be used.

- *1. Enter position number used by the agency for control purposes. See FPM Chapter 312, Subchapter 3.
- *2. Check one.
 - "Redescription" means the duties and/or responsibilities of an existing position are being changed.
 - "New" means the position has not previously existed.
 - "Reestablishment" means the position previously existed, but had been cancelled.
 - "Other" covers such things as change in title or occupational series without a change in duties or
 - The "Explanation" section should be used to show the reason if "Other" is checked, as well as any position(s) replaced by position number, title, pay plan, occupational code, and grade.
3. Check one.
- *4. Enter geographical location by city and State (or if position is in a foreign country, by city and country).
- *5. Enter geographical location if different from that of #4.
- *6. To be completed by OPM when certifying position. (See Item 15 for date of OPM certification.) For SES and GS-16/18 positions and equivalent, show the position number used on OPM Form 1390 (e.g., DAES0012).
- *7. Check one to show whether the incumbent is exempt or non-exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. See FPM Chapter 734 for the Executive Personnel Financial Disclosure Report, SF 278. See FPM Chapter 735, Subchapter 4, for the Employment and Financial Interests Statement.
- *9. Check one to show whether identical additional positions are permitted. See FPM Chapter 312, Subchapter 4. Agencies may show the number of such positions authorized and/or established after the "Yes" block.
10. Check one. See FPM Chapter 212 for information on the competitive service and FPM Chapter 213 for the excepted service. For a position in the excepted service, enter authority for the exception, e.g., "Schedule A-213.3102(d)" for Attorney positions excepted under Schedule A of the Civil Service Regulations. SES (Gen) stands for a General position in the Senior Executive Service, and SES (CR) stands for a Career Reserved position.
11. Check one.
 - A "Supervisory" position is one that meets the requirements for a supervisory title as set forth in current OPM classification and job-grading guidance. Agencies may designate first-level supervisory positions by placing "1" or "1st" after "Supervisory."
 - A "Managerial" position is one that meets the requirements for such a designation as set forth in current OPM classification guidance.
12. Check one to show whether the position is non-sensitive, non-critical sensitive, critical sensitive, or special sensitive for security purposes. If this is an ADP position, write the letter "C" beside the sensitivity.
13. Enter competitive level code for use in reduction-in-force actions. See FPM Chapter 351.
14. Agencies may use this block for any additional coding requirement.
- *15. Enter classification/job grading action.
 - For "Official Title of Position," see the applicable classification or job grading standard. For positions not covered by a published standard, see the General Introduction to "Position Classification Standards," Section III, for GS positions, or FPM Supplement 512-1, "Job Grading System for Trades and Labor Occupations," Part 1, Section III.
 - For "Pay Plan" code, see FPM Supplement 292-1, "Personnel Data Standards," Book III.
 - For "Occupational Code," see the applicable standard; or, where no standard has been published, see the "Handbook of Occupational Groups and Series of Classes" for GS positions, or FPM Supplement 512-1, Part 3, for trades and labor positions. For all positions in scientific and engineering occupations, enter the two-digit functional classification code in parentheses immediately following the occupational code, e.g., "GS-1310(14)." The codes are listed and discussed in the General Introduction to "Position Classification Standards," Section VI.
16. Enter the organizational, functional, or working title if it differs from the official title.
17. Enter the name of the incumbent. If there is no incumbent, enter "vacancy."
- *18. Enter the organizational location of the position, starting with the name of the department or agency working down from there.
19. If the position is occupied, have the incumbent read the attached description of duties and responsibilities. The employee's signature is optional.
- *20. This statement normally should be certified by the immediate supervisor of the position. At its option, an agency may also have a higher-level supervisor or manager certify the statement.
- *21. This statement should be certified by the agency official who makes the classification/job grading decision. Depending on agency regulations, this official may be a personnel office representative, or a manager or supervisor delegated classification/job grading authority.
22. Enter the position classification/job grading standard(s) used and the date of issuance, e.g., "Mail and File, GS-305, May 1977."
23. Agencies are encouraged to review periodically each established position to determine whether the position is still necessary and, if so, whether the position description is adequate and classification/job grading is proper. See FPM Letter 536-1 (to be incorporated into FPM Chapter 536). This section may be used as part of the review process. The employee's initials are optional. The initials by the supervisor and classifier represent recertifications of the statements in items #20 and #21 respectively.
24. This section may be used by the agency for additional coding requirements or for any appropriate remarks.
- *25. Type the description on plain bond paper and attach to the form. The agency position number should be shown on the attachment. See appropriate instructions for format of the description and for any requirements for evaluation documentation, e.g., "Instructions for the Factor Evaluation System," in the General Introduction to "Position Classification Standards," Section VII.

Appendix 4
(paragraph 2-4)
Positions Requiring Evaluation Statements

The classifier must prepare evaluation statements before certifying the classification of newly classified positions or recertifying any classification more than 3 years old, for any positions meeting the following criteria:

1. Position under appeal or likely to be appealed;
2. Standardized position descriptions;
3. Controversial or precedent-setting classification decisions;
4. Positions with a higher career ladder than is customary for a series in the same organization (e.g., a Loan Specialist GS-12 in an organization where the career ladder normally goes to a GS-11); and
5. Non-supervisory GS-14 and GS-15 positions.

Appendix 5
(paragraph 7-1)
Position Designation Record

| | | | |
|---|---------------------------------------|--|---------------------|
| U. S. Small Business Administration POSITION DESIGNATION RECORD | | 1. OFFICE: | |
| 2. NAME OF EMPLOYEE: | | 3. POSITION DESCRIPTION NUMBER: | |
| 4. POSITION: {Title, Series, Grade} | | | |
| RISK DESIGNATION SYSTEM | | | |
| PART I. PROGRAM PLACEMENT | | | |
| {Determine the position's impact. Then check <input type="checkbox"/> the appropriate box below. Consult G.} | | | |
| a. Scope of Operations | Worldwide { } | Governmentwide { } | Multi-Agency { } |
| | Major | Substantial | Moderate |
| b. Impact on Efficiency | { } | { } | { } |
| c. Placement | { } | { } | { } |
| PART II. POSITION PLACEMENT | | | |
| {To determine position risk points, see matrix II in G, then insert the appropriate number from the scale within the parentheses.} | | | |
| Scale: 7 = Major 5 = Substantial 3 = Moderate 1 = Limited | | | |
| a. Degree of Public Trust { } | d. Program Authority Level { } | | |
| b. Fiduciary Responsibility { } | e. Supervision Received { } | | |
| c. Importance to Program { } | TOTAL POINTS: | | |
| PART III. POSITION PLACEMENT | | | |
| Check <input type="checkbox"/> the appropriate box for position sensitivity. Use the placement factor in Part I, block (c), the total points in Part II and the matrix in Appendix G to determine final position sensitivity. | | | |
| a. High Risk { } | d. Non-Critical Sensitive { } | | |
| b. Moderate Risk { } | e. Critical Sensitive { } | | |
| c. Low Risk { } | | | |
| PART IV. COMMENTS/ADJUSTMENTS (Include Computer - ADP Position Risk Criteria) | | | |
| | | | |
| FINAL PLACEMENT: | | SIGNATURE/DATE: | |

SBA Form 1939

Appendix 6
(paragraph 2-5)
How to Complete Optional Form 8, "Position Description"

- Block 1** **Agency Position No.** - Personnel office completes.
- Block 2** **Reason for Submission** - Submitting office checks appropriate block. Classifier will advise as necessary.
- Block 3** **Service** - Submitting office checks appropriate block. Headquarters positions are those stationed in the Headquarters building. Field positions are those stationed outside the Headquarters building.
- Block 4** **Employing Office Location** - Submitting office fills in city and State. The employing office authorizes the hiring of an employee and pays the employee from its Salaries and Expenses (S&E) budget.
- Block 5** **Duty Station** - Submitting office fills in city and State where the employee regularly reports for work.
- Block 6** **OPM Certification No.** - At the direction of OPM following a classification appeal, the personnel office will complete.
- Block 7** **Fair Labor Standards Act** - Classifier checks appropriate block. Normally, positions at GS-11 and above are exempt from the overtime and duty hour provisions of the Fair Labor Standards Act (FLSA) and positions at GS-10 and below are nonexempt (i.e., are covered by the provisions of the FLSA, unless the personnel office determines otherwise). Consult your personnel office about supervisory and administrative officer (GS-341) positions if you think a position at GS-5 through GS-10 should be exempt from the FLSA. Special exemption guidelines are in: 5 CFR Part 551.204, executive exemption criteria; 5 CFR Part 551.205, administrative exemption criteria; and 5 CFR Part 551.206, professional exemption criteria.
- Block 8** **Financial Statements Required** - Personnel office completes.
- Block 9** **Subject to IA Action** - Classifier, personnel office, or supervisor checks "YES" if a position identical to this one (same title, pay plan, series, grade, duties, and responsibilities) could be set up in the same organization.
- Block 10** **Position Status** - Submitting office, classifier, or personnel office checks appropriate block. Most positions are in the competitive service. If the position is in the excepted service (Schedule A, B, or C), note which schedule covers the position in block 24. (Attorneys are Schedule A, appointments of a confidential or policy-determining nature are Schedule C.) Additional guidance

is in 5 CFR Part 6.2 and 5 CFR Part 213, Subpart C. Consult the personnel office for assistance.

Block 11 **Position Is:** - Classifier or personnel office enters one of the following Supervisory Level Codes (SLC) in the appropriate block:

- 2 A supervisor at any grade level that meets or exceeds the threshold requirements of the General Schedule Supervisory Guide (GSSG) or another guide such as the Administrative Officer (GS-341) guide when the incumbent exercises full administrative and technical supervisory authority.
- 4 A supervisor that does not meet the GSSG requirement to spend at least 25 percent of time supervising but exercises enough supervision over at least one employee to meet the requirements of the Civil Service Reform Act (CSRA). Consult 5 U.S.C. 7103(a)(10).
- 5 A non-supervisory management official GS-13 through GS-15 responsible for administering a significant program affecting SBA employees' working conditions or for formulating, determining, or effectively influencing SBA policies with repercussions on SBA employees. The work of these employees must have an actual or potential effect on the terms and conditions of employment of SBA employees.
- 6 A Leader under the Work Leader Grade Evaluation Guide. This position must be in a one-grade interval technical or clerical series.
- 8. The position does not meet any of the definitions above.

Block 12 **Sensitivity** - Submitting office, personnel office, or classifier enters one of the following codes after completing SBA Form 1939, "Position Designation Record" (See appendices 5 and 7):

- LR-1** to indicate Low Risk;
- NCS-2** to indicate Non-Critical Sensitive;
- CS-3** to indicate Critical Sensitive;
- MR-5** to indicate Medium Risk; and
- HR-6** to indicate High Risk.

Do not check any of the blocks unless the personnel office or the Office of Security Operations, Investigations Division, Office of Inspector General

advises you to do so. Names on blocks apply to national security positions.

Block 13 **Competitive Level Code** - Classifier or personnel office fills in after consulting the Competitive Level Code List.

Block 14 **Agency Use** - Personnel office fills in the Bargaining Unit Status Code in this block using the information below.

1. **Bargaining Unit Exclusions**

The following positions are excluded from bargaining unit coverage:

- a. Executives, managers, and supervisors (GSSG or CSRA) (employees with authority to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, remove employees, adjust grievances, and/or "effectively recommend" such actions);
- b. Non-supervisory management officials (SLC 5) (a non-supervisor responsible for administering a significant program affecting SBA employees' working conditions or for formulating, determining, or effectively influencing SBA policies with repercussions on SBA employees);
- c. Team leaders by case law where they consistently exercise independent judgement with regard to the supervisory characteristics set forth in 5 U.S.C. 7103(a)(10);
- d. Personnel specialists and assistants (see BARGAINING UNIT INCLUSIONS for the exceptions);
- e. Confidential assistant to an employee who formulates or effectuates management policies in the field of labor/management relations including all labor relations staff, secretary/administrative assistants to a Management Board member, and other supervisors/employees with labor relations responsibilities);
- f. Positions in the GS-511, Auditor series;
- g. Equal Employment Specialists (GS-260) responsible for EEO matters related to SBA employees only;
- h. Attorneys (GS-905) at GS-14 and above;
- i. Attorneys (GS-905) at any grade working on personnel matters;

- j. Schedule C positions;
- k. All positions in the Office of the Inspector General; and
- l. All currently unorganized offices.

2. **Bargaining Unit Inclusions**

The following positions are included in a bargaining unit:

- a. EEO & CRC Compliance Officers included by 34 FLRA 392 and not performing any work classified under the 260 series (see paragraph 1.h.);
- b. Personnel clerks, payroll clerks, personnel assistants, and other clerical/administrative support personnel (regardless of series or grade) in a personnel office who work in a purely clerical capacity (e.g., inputting data, maintaining files, assisting with time and attendance processes, helping complete forms);
- c. Positions in the Office of Advocacy with the "AD" (Administratively Determined) pay plan. (Bargaining unit status is determined by the duties, not by the hiring authority. "AD" employees share a community of interest with other Advocacy employees (GS) who were found to be in the bargaining unit - see 17 FLRA 188);
- d. All other positions.

3. **Bargaining Unit Status Codes.** Enter the appropriate 4-digit code.

- a. Non-unit codes:

8888 Position meets occupational/statutory exclusion and cannot be part of a bargaining unit

7777 Position is eligible for inclusion in a bargaining unit but currently isn't included in a bargaining unit, such as Disaster Area Office disaster loan-making positions and positions located in district offices in Region VII

- b. Unit codes:

0045 Position is in the NFFE consolidated bargaining unit in the Denver District Office

0054 Position is in the NFFE consolidated unit in the Office of

Financial Operations in Denver, Colorado

0150 Position is in the NFFE bargaining unit in the Houston District Office

0170 Position is in the NFFE bargaining unit in the Casper District Office

0160 Position is in the NFFE bargaining unit in the San Antonio District Office

0033 Position is in the AFGE nationwide bargaining unit

Block 15 **Classified/Graded By** - Classifier completes block 15b.

Block 16 **Organizational Title of Position** - Supervisor may fill in an organizational, working, or functional title which may differ from the official title in block 15b.

Block 17 **Name of employee** - Submitting office, personnel office, or classifier may fill in the incumbent's name, if known.

Block 18 **Department, Agency, or Establishment** - Submitting office, classifier, or personnel office completes blocks 18a - 18e.

Block 19 **Employee Review** - The supervisor gives a copy of the classified position description to the employee for review. The employee's signature is optional.

Block 20 **Supervisory Certification** - The immediate supervisor of the position must sign and date in this block. The signature of a higher-level manager or supervisor is optional.

Block 21 **Classification/Job Grading Certification** - Classifier must sign and date this block.

Block 22 **Position Classification Standards Used in Classifying/Grading Position** - Classifier must fill in the title, series, and issue date of the classification standard used (e.g., Mail and File Clerk, GS-305, May 1977).

Block 23 **Position Review** - Supervisor or classifier may use this block to record reviews of the position description.

Block 24 **Remarks** - Classifier or personnel office uses this block to record any information not otherwise documented. At a minimum, the following information must be recorded:

1. Full Performance Level (e.g., FPL: GS-12);

2. Drug Testing Needed (e.g., TDP: NO, TDP: YES).
 - a. The following positions require drug testing under P. L. 100-440, Section 628 and SBA's Drug Free Workplace Plan:
 - (1) Positions requiring a Top Secret clearance;
 - (2) The Administrator, Deputy Administrator, Inspector General, and Chief Counsel for Advocacy;
 - (3) Headquarters Management Board Members and Regional Administrators;
 - (4) Criminal Investigators, GS-1811; and
 - (5) Drug Program Administrator, Drug Program Coordinators, Employee Assistance Administrator, and Employee Assistance Coordinators.

Appendix 7
(paragraph 2-5)
How to Complete SBA Form 1939, "Position Designation Record"

- Block 1** **Agency** - self explanatory
- Block 2** **Program** - fill in the organizational location down to the specific branch or division (e.g., Office of Economic Development, Office of Financial Assistance, Division of Borrower and Lender Services, Santa Ana Disaster Home Loan Service Center)
- Block 3** **Position Title** - fill in the position title, pay plan, series and grade, if known
- Block 4** **Position Description Number** - leave blank, the personnel specialist completes this block

RISK DESIGNATION SYSTEM

Block I **Program Placement**

Determine the position's impact (Major, Substantial, Moderate, or Limited) and scope (Worldwide, Governmentwide, Multi-agency, or Agency) and record on the form. Use the matrix under "Designating Program Placement" (Page G-3) to determine the placement (Major, Substantial, Moderate, or Limited) and record it on the form.

Block II **Position Placement**

Determine the number of points for each of the risk factors using the matrix under "Designating Position Risk Points" (Page G-4) and record on the form. Degree of risk is divided into four categories (Major, Substantial, Moderate, and Limited) and is calculated in five factor description areas (Degree of Public Trust, Fiduciary (Monetary) Responsibility, Importance to Program, Program Authority, and Supervision Received).

Block III **Position Placement (HR/MR/LR/CS/NCS) and Adjustments**

Use the information in blocks I and II, the matrix under "Placement and Adjustments" (Page G-5), and the Risk Designations for Position Sensitivity listed below, to determine if the position is high risk (HR), moderate risk (MR), low risk

(LR), critical sensitive (CS), or non-critical sensitive (NCS). Note any adjustments to the risk designation, including descriptions of unique factors (for example, security clearance, i.e., Top Secret, Secret, or Confidential) specific to the position and organizational need for uniformity of operations. Record the final placement (HR-6, MR-5, LR-1, CS-3, or NCS-2), sign and date the form.

Note that Low Risk is effectively the same level as Non-Sensitive for national security positions.

Types of Background Investigation Required for a Specific Position

For **Low Risk** (Public Trust Positions) and **Non-Sensitive** (National Security Positions), a National Agency Check and Inquiry (NACI) is required.

For **Moderate Risk** (Public Trust Positions) and **Non-Critical Sensitive** (National Security Positions) with **Secret** and/or **Confidential** access, a Limited Background Investigation (LBI) is required.

For **High Risk** (Public Trust Positions) and **Critical Sensitive** (National Security Positions) with **Secret** access, a Background Investigation (BI) is required.

For **Critical Sensitive** (National Security Positions) with **Top Secret** Access, a Single Scope Background Investigation (SBI) is required.

For **Non-Critical Sensitive** (National Security Positions) with **Secret and/or Confidential**, a Limited Background Investigation (LBI) is required.

**Appendix 8
(paragraph 5-3)
Where to File Appeals**

1. **Within SBA**

- a. Employees in the Office of Inspector General send their appeals to:

Small Business Administration
Office of Inspector General
Assistant Inspector General for Management and Legal Counsel
409 3rd Street, S.W., Suite 7150
Washington, DC 20416
(202) 205-6580

- b. All other employees send their appeals to:

Small Business Administration
Office of Human Resources
Agency Appeals Officer
409 3rd Street, S.W., Suite 4200
Washington, DC 20416
(202) 205-6185

2. **With the Office of Personnel Management**

- a. If your official duty station is in the District of Columbia, in the Maryland counties of Charles, Montgomery or Prince George's, in the Virginia counties of Arlington, Fairfax, King George, Loudoun, Prince William or Stafford, or in the Virginia cities of Alexandria, Fairfax, Falls Church, Manassas, or Manassas Park, send your appeal to:

Office of Personnel Management
DC Oversight Division
1900 E Street, N.W., Room 7675
Washington, DC 20415
(202) 606-2990

- b. If your official duty station is in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, or Virginia (except for areas covered by 2.a.), send your appeal to:

Office of Personnel Management
Atlanta Oversight Division
75 Spring Street, S.W., Suite 972

Atlanta, GA 30303
(404) 331-3451

- c. If your official duty station is in Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia, or Wisconsin, send your appeal to:

Office of Personnel Management
Chicago Oversight Division
230 S. Dearborn Street, DPN 30-6
Chicago, IL 60604
(312) 353-0387

- d. If your official duty station is in Arizona, Arkansas, Colorado, Louisiana, Montana, New Mexico, Oklahoma, Texas, Utah, or Wyoming, send your appeal to:

Office of Personnel Management
Dallas Oversight Division
1100 Commerce Street, Room 4C22
Dallas, TX 75242
(214) 767-0561

- e. If your official duty station is in Connecticut, Delaware, Maine, Maryland (except for areas covered by 2.a.), Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Puerto Rico, or the Virgin Islands, send your appeal to:

Office of Personnel Management
Philadelphia Oversight Division
600 Arch Street, Room 3400
Philadelphia, PA 19106
(215) 597-9797

- f. If your official duty station is in Alaska, California, Hawaii, Idaho, Nevada, Oregon, Washington, or the Pacific Ocean area (including Guam), send your appeal to:

Office of Personnel Management
San Francisco Oversight Division
120 Howard Street, Room 760
San Francisco, CA 94105
(415) 281-7050

Appendix 9
(paragraph 6-3)
Team Leaders

As a team leader, an individual:

- a. must not perform, on a continuing basis, supervisory duties (see appendix 10)
- b. must be delegated the authority to resolve a limited range of work-related problems for a team; or
- c. cannot have his or her grade or title determined by the GSSG; and may have an official title other than "Supervisor," such as "Senior" or "Lead."

STANDARD TEAM LEADER STATEMENT

Serves as a team leader, with delegated authority from the supervisor for the following responsibilities:

- a. planning, assigning, and reviewing work of team;
- b. setting and adjusting short-term priorities to assure production and accuracy requirements are met;
- c. advising, counseling, and instructing team members on production and technical matters;
- d. identifying training needs and effectively recommending training opportunities; and
- e. drafting performance rating(s) for consideration by the supervisor.

Appendix 10
(paragraph 6-3)
Team Leader Duties and Responsibilities Sample

| | TEAM LEADERS MAY: | SUPERVISORS WILL: |
|-------------------------------|--|---|
| LEAVE | Assess impact of leave on unit productivity and time/attendance. Sign routine leave requests. Sign Time and Attendance (T&A) sheets. | Approve/disapprove extraordinary or complicated leave based on input from team leader. |
| PERFORMANCE MANAGEMENT | Identify important elements of position and draft preliminary standards. Obtain approval of supervisor and communicates standards to employees. | Approve critical elements and performance standards. |
| | Advise employees on technical aspects of the job. | Place employee with performance deficiency on Performance Improvement Plan (PIP). |
| | Evaluate performance. Counsel employee. | Sign PMAS as reviewing official. |
| | Assign or reassign work based on the timeliness, productivity and/or quality of team member's work. Provide job-related data as requested by supervisor. | Assess evidence and decide whether or not to sign and issue letters of warning, reprimand, suspension or removal or effectively recommend such action to higher management. |
| | Identify training needs and recommend training opportunities. | Send employee to training or effectively recommend training to higher managers. Sign training request forms obligating funds. |
| | Provide productivity facts and figures to supervisor. | Confer or formally recommend awards. Write and sign justification as appropriate. |
| GRIEVANCE | Provide job-related data as requested. | Hear and settle employee complaints filed as negotiated or administrative grievances. |
| EMPLOYMENT | Review job applications and advise on qualities/qualifications necessary for successful performance. | Interview candidates, check references, select or effectively recommend selection to higher management. |
| | Provide job related data (quality/timeliness) on employees before career ladder promotions. | Sign SF-52 request for career ladder promotion. |
| | Advise on impact of reassignment/transfer on team's productivity. | Reassign/Transfer or effectively recommend such action to higher management. |
| | Advise on impact of furlough on team's productivity. | Furlough employee or effectively recommend furlough to higher management. |
| | Advise on impact of termination on team's productivity. | Terminate employee or effectively recommend termination to higher management. |

